

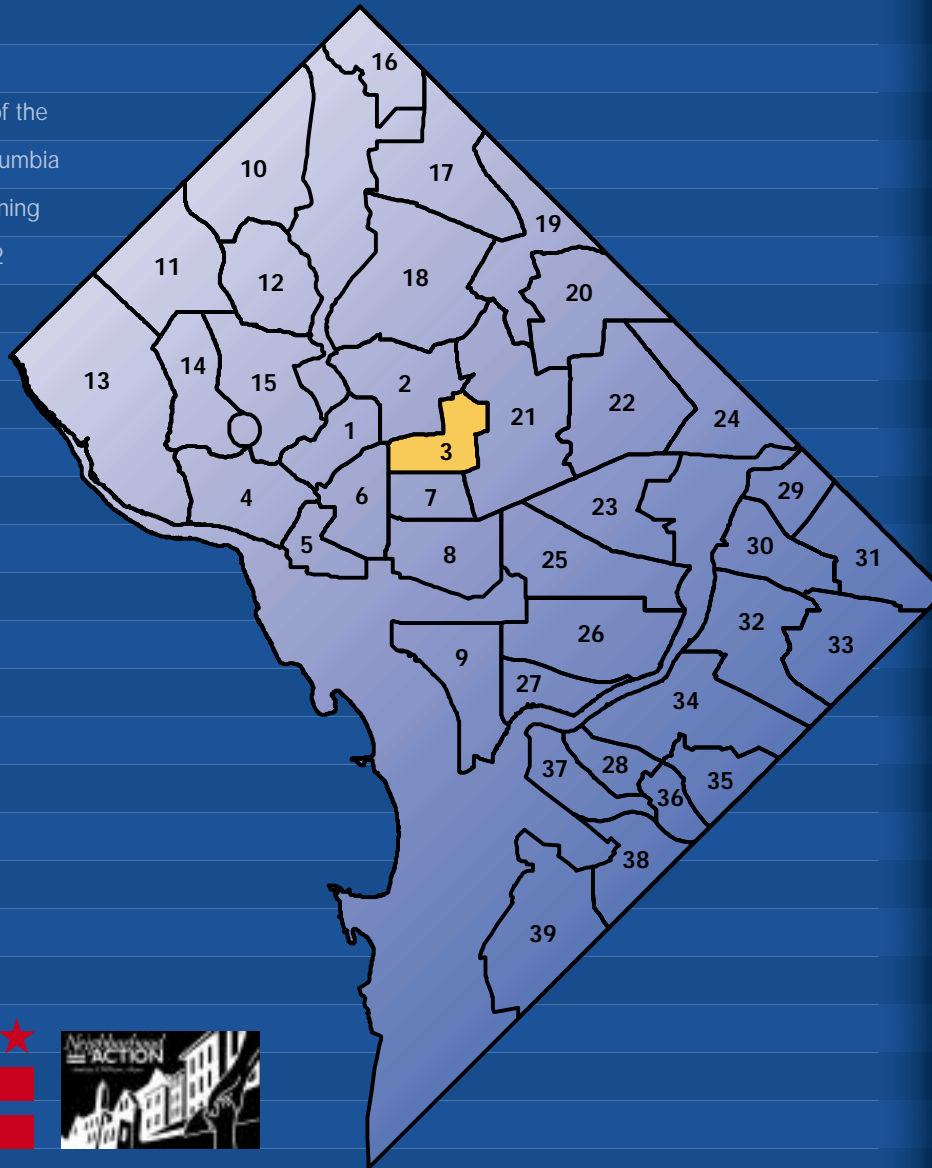
Neighborhood Cluster

3

District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the
District of Columbia
Office of Planning
Summer 2002



Cardozo/Shaw
Howard University
Le Droit Park



Acknowledgments

*The following people and groups
deserve special recognition for the
time they dedicated to developing
this plan for Cluster 3:*

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Howard University
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Le Droit Park Historical Society
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Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

Your SNAP is a new kind of "plan for action" because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

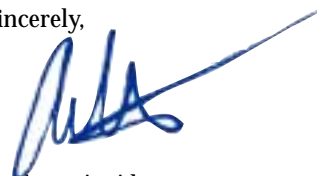
With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Even though this SNAP is already developed, your Neighborhood Planner will work with your Neighborhood Cluster throughout this next year. Some of the specific activities will include preparing a Strategic Development Plan for Columbia Heights to help coordinate the development taking place in the neighborhood, conducting a planning analysis for a neighborhood revitalization strategy for Park View, exploring transit-oriented

development (TOD) opportunities at selected Ward 1 Metro stops, and working on improving community participation with the Comprehensive Plan. Your Neighborhood Planner will continue to provide support to the Neighborhood Service Initiative to help improve services throughout the Ward.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman
Director, Office of Planning

Letter From the Director



Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

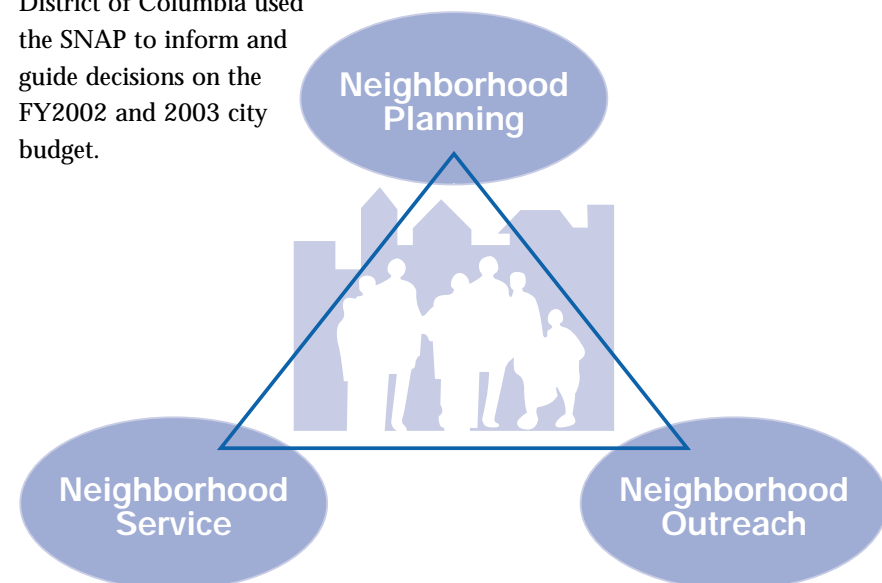
Neighborhood Action, the *Neighborhood Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the *Neighborhood Service Initiative*, the *Neighborhood Outreach Program*, and the *Neighborhood Planning Initiative*. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped

develop this plan with the *Neighborhood Planning Initiative* located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



Introduction

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Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals for a 2-year period. Through a series of community workshops and task force meetings, community stakeholders identified the priority areas of the Cluster 3 SNAP: Affordable Housing, Economic and Business Development, Education, and Community Building and Participation. Those four priorities and the actions recommended to address them reinforce several of the community's concerns that had been identified in the Ward 1 plan. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work

with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by

the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 1 Plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 1 over 5 years (1999–2004) and highlights seven areas of particular focus. For Cardozo/Shaw, Le Droit Park, and Howard University, the Ward 1 Plan identifies the vitality of commercial areas, the effect of traffic on residential areas, and the concentration of development around Metro stations as specific community concerns.

A Message from Your Neighborhood Planner

As your Neighborhood Planner, I have had the pleasure of helping guide the residents and stakeholders of Cluster 3 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities. I worked with you to produce something that would help guide District agencies, nonprofits and others to improve the quality of life in your neighborhood. Together, we have accomplished something truly significant, the creation of the first Strategic Neighborhood Action Plan for Cluster 3!

Cluster 3 is home to an active, well-informed, and organized residential community with an extremely sophisticated and energetic merchants' association. It is one of the liveliest commercial zones in the Metropolitan area and is looking to regain its historic importance as a regional destination. It is also a Cluster seeking to strike a balance between the interests of its residential neighborhoods and the needs of its business community, while working to improve city services and responsiveness. Not surprisingly, many of you wondered aloud if the SNAP

process would make a difference. Many of you have been grappling with complex issues for years and have been working to improve your neighborhoods without the help of government, and you expressed your doubts that the District would be a real partner this time. Despite those doubts, though, you came to meetings, participated, and made your voices heard. Although there is still a lot of work to do, we have heard you. This document, your document, is proof that the District is committed to working with you, as well as providing you with a tool to hold us accountable.

Both long-time and new residents in your Cluster have been active in the effort to create a vision for your neighborhood. You have not waited for this document to be published before continuing with your work. During the SNAP process, you stated very clearly that economic development was important for the community. Over the past few months, your community has organized to prepare an application to participate in the DC Main Streets program, a mechanism to provide commercial districts with a framework for commercial revitalization. Bringing together a

partnership of residents, local business owners, nonprofit groups, and other stakeholders, you competed for and won a grant for revitalizing the 14th Street and U Street corridors.

I want to recognize the tremendous commitment and dedication of all those residents, partners, and other stakeholders who participated in this planning process. You were active throughout this effort and helped to make this SNAP the truly valuable resource and tool that it is. I look forward to working with you and your community to implement the actions outlined in this plan and to helping you achieve your vision for a more livable, equitable, and vibrant neighborhood.

To better understand what makes your Neighborhood Cluster special, please read the following sections that describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

Vincent Valdes¹

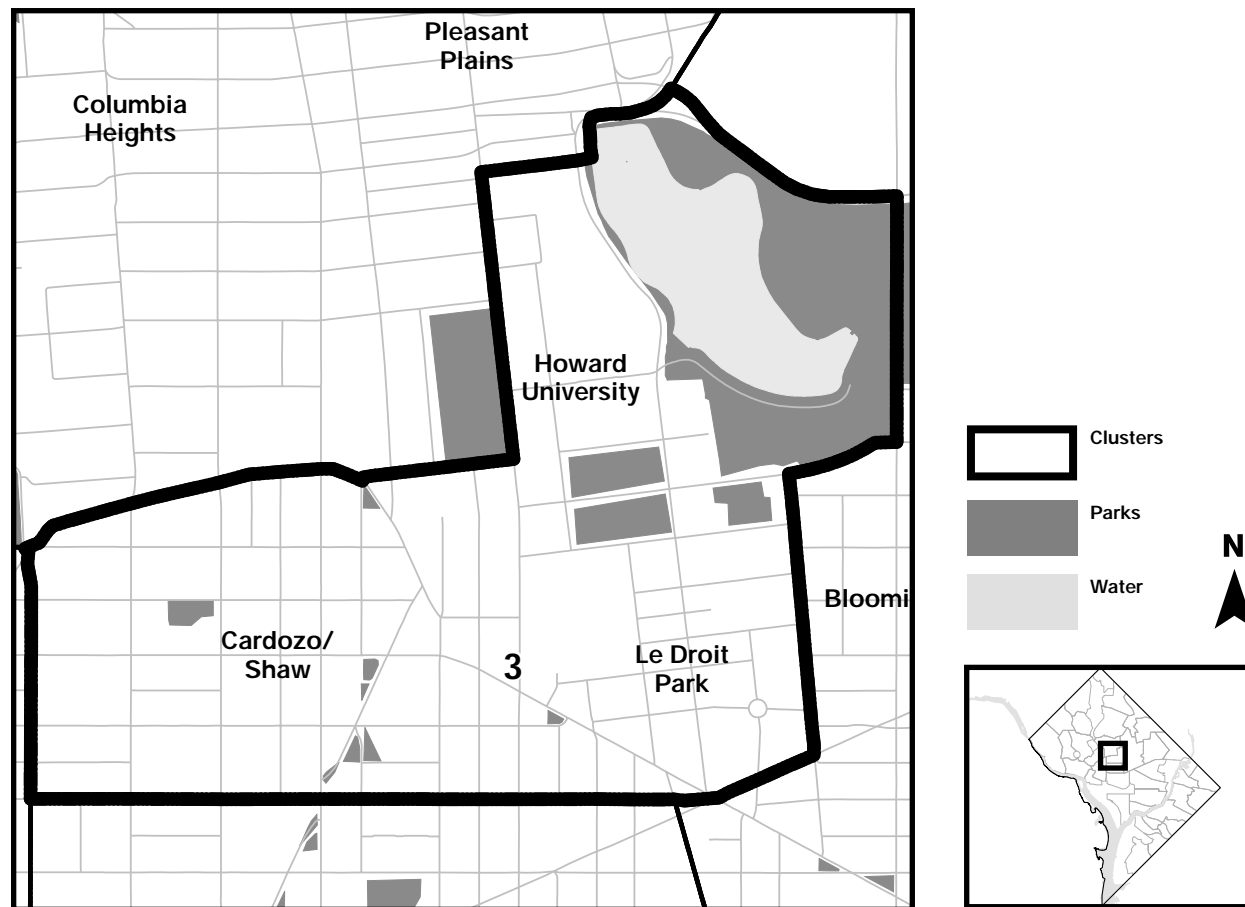
Neighborhood Planner, Cluster 3

1. This Cluster will have a new Neighborhood Planner. For more information, contact the Office of Planning at 202-442-7600.

State of the Cluster

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Cardozo/Shaw, Le Droit Park, Howard University



Cluster 3 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 3. Your Neighborhood Cluster is shown on the map and includes the following neighborhoods:

- Cardozo/Shaw
- Howard University
- Le Droit Park

These three neighborhoods developed this SNAP with the help of your Neighborhood Planner, Vincent Valdes.

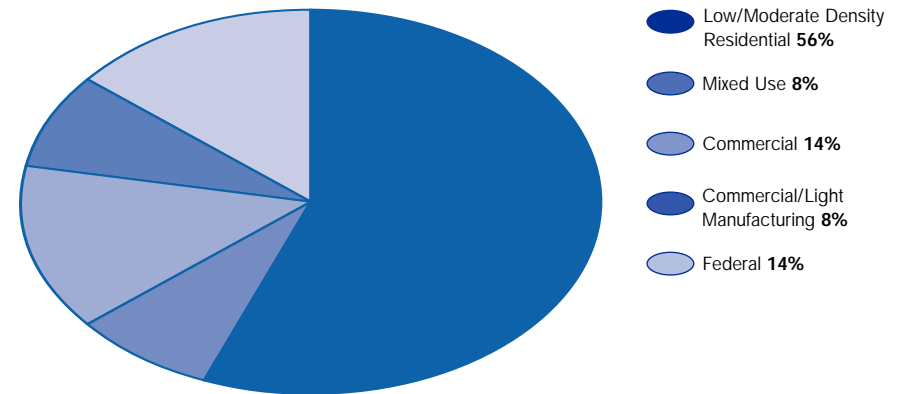
Physical Characteristics and Assets

Cluster 3 is composed of the neighborhoods surrounding the U Street corridor and lower Georgia Avenue in Ward 1. The boundaries are 16th Street to the west, Florida Avenue to the north, S Street to the south, 2nd Street to the east, and all of the Howard University Campus extending north to Gresham Place. The Cluster is crossed by the major north-south thoroughfare of 14th Street and is anchored to the east by the historic district of Le Droit Park.

The primary land uses in Cluster 3 are residential and commercial. Both U Street and Georgia Avenue are significant commercial corridors, attracting patrons from around the city and region. The residential

blocks are marked by a combination of moderately sized apartment buildings and smaller row houses representing a variety of architectural styles and historical periods. The present condition of the houses is generally good to excellent. There are significant numbers of vacant or abandoned housing properties in the Cluster, especially on the eastern side on Florida Avenue. A summary of the types and corresponding percentages of land uses for the Cluster is shown on the adjacent pie chart.

Land Uses in Cluster 3



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

Metro accessibility



Historic Lincoln Theater



Local business



Key assets and features of Cluster 3 are as follows:

- A vibrant, multi-ethnic population.
- Neighborhoods with a good housing stock and a strong real estate market.
- Close proximity to the central business district.
- The U Street and Georgia Avenue commercial corridors, which offer a variety of entertainment, dining, and retail options.
- Historic Le Droit Park and the rich history of U Street.
- The U Street Cardozo/Shaw Metro station and numerous bus routes providing excellent accessibility to the rest of the District.
- The annual Caribbean Carnival Parade on Georgia Avenue held every summer, which is one of the largest cultural festivals in the Washington Metropolitan area and offers Caribbean music, dance, arts and crafts, fashion, and food.
- The Arts and U Street Festival, which features music and arts from the community.
- Howard University, a premier educational institution with offerings in fields ranging from science and law to the arts.
- The 12th Street YMCA and Thurgood Marshal Center for Service, which was the first YMCA for African Americans.

Demographics

Cluster 3 has approximately 10,000 residents, or about 2% of the District's population. It is ethnically and racially diverse, with African Americans constituting 66% of the population and Whites 22%. The percentage of Hispanic residents (12.0%) is higher than the city's average of 8%. The Cluster's median household income (\$33,717) is less than that of the city-wide median (\$43,001). Only 33% of the households in Cluster 3 are owner-occupied, as compared to 41% for the entire District. The chart below provides some basic information on your neighborhood such as age, race and ethnicity, and family income of residents for 2000. It also shows data for 1990, which allows you to see how your Cluster has changed. To learn more about other demographics, you can obtain a copy of your Cluster 3 Databook by contacting the DC Office of Planning at 202-442-7600.

	Cluster 3: 1990	Cluster 3: 2000	City-wide: 2000
Population	10,811	10,128	572,059
Age			
Under 18 Years	16%	14%	20%
Between 18 and 65 Years	73%	77%	68%
Over 65 Years	12%	9%	12%
Race and Ethnicity			
African American	78%	66%	60%
White	15%	22%	31%
Hispanic ¹	9%	12%	8%
Income			
Median Household Income ²	\$22,502	\$33,717 ³	\$43,001 ³
Education			
High School Graduates	64%	Data not yet available	78%
College Graduates	27%	Data not yet available	39%
Housing			
Occupied Housing Units	3,994 units	3,957 units	248,338 units
Percentage of Housing Units Owner-Occupied	30%	33%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

Recent Neighborhood Activity

Much of the activity in Cluster 3 has involved residential development. Private investment along U Street has occurred in both commercial and residential categories. The Cluster has also experienced significant increases in major infrastructure improvements planned for the U Street Corridor.

The following is list of key activities:

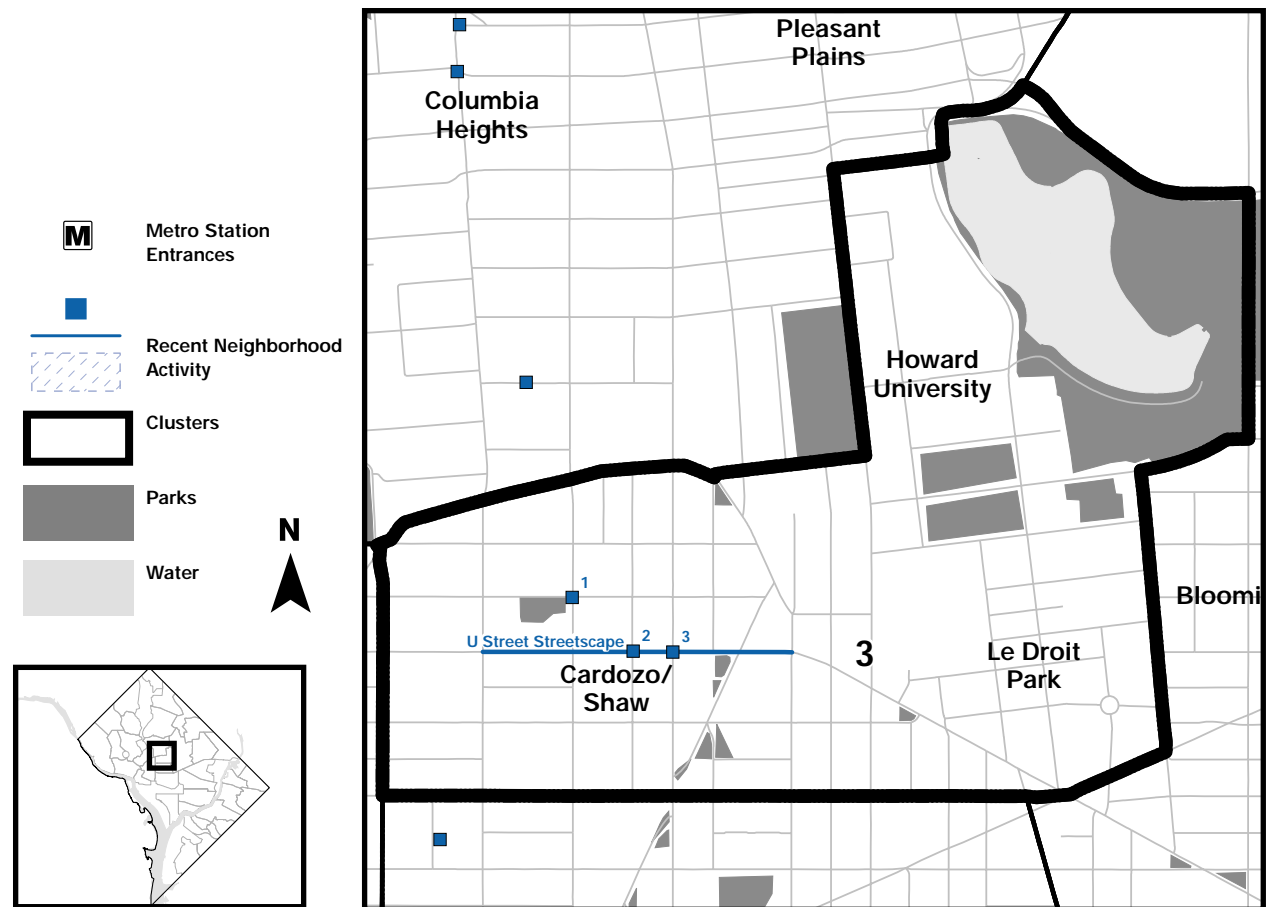
- *The recently completed Harrison Square development adding 98 townhomes to the neighborhood.*
- *Lincoln Condominiums with more than 170 units, as well as ground floor retail space.*
- *The Roosevelt Building at 16th and V Streets, an historic structure opened in 1920 and being restored with 200 units.*
- *Major façade improvement for Mason Lodge Building at 1000 U Street, another historic building in the Cluster, that received a Department of Housing and Community Development (DHCD) block grant for \$300,000.*
- *A major streetscape improvement project for U Street, which is presently in the design phase and is being funded through a grant with DHCD for \$120,000.*

The Recent Neighborhood Activity map on the following page depicts the key activities in your Cluster.

African-American Civil War Memorial



Recent Neighborhood Activity in Cluster 3



1. Harrison Square Condominiums
2. Lincoln Condominiums
3. Mason Lodge Building

Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 14 essential ingredients as vital for a livable community:

1. Affordable Housing
2. Economic and Business Development
3. Education
4. Community-Building and Participation
5. Parking and Transportation
6. Cleanliness
7. Public Safety
8. Historic Preservation
9. Youth
10. Public Accountability
11. Parks, Recreation, and Open Space
12. Libraries
13. Public Order
14. Arts and Culture

Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed on the following four priority Ingredients:

- Affordable Housing
- Economic and Business Development
- Education
- Community-Building and Participation

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

Developing Your SNAP

3

How We Involved You

Phase I: Start Up

- Conducted informal consultations with neighborhood leaders to discuss the concept of the SNAP and to develop key contacts. Those consultations were held from November 2000 to March 2001.
- Recruited and formed a Neighborhood Action Steering Committee to plan and promote the Neighborhood Cluster Workshop. The first of three Neighborhood Action Steering Committee meetings was held on March 27, 2001, followed by ongoing consultation in preparation for the workshop.

Phase II: Visioning and Identifying Essential Ingredients

- Convened a Neighborhood Cluster Workshop on June 9, 2001, at the Cada Vez Conference Center at 1438 U Street to identify the essential ingredients for a healthy neighborhood and to establish priorities.

Phase III: Action Planning

- Organized two Action Planning Work Sessions to develop preliminary action plans during the months of June and July 2001.

Phase IV: Validation

- Held two Neighborhood Cluster meetings to review and validate the draft plan during July and August 2001.

Community Outreach

- Announced the Steering Committee meetings, the Neighborhood Cluster Workshop, and the Action Planning Work Sessions specific to the SNAP, using a variety of outreach methods. Specifically, notices were distributed through direct mailings and e-mails. Sessions were also announced at ANC, citizen, and civic association meetings.
- Approximately 60 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams's draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 3, some of the key actions that concerned citizens the most received the following agency commitments:

Address the Housing Needs of Residents of All Income Levels

- *The Department of Consumer and Regulatory Affairs (DCRA) will work with the Building Code Advisory Committee to evaluate and adopt more flexible Smart Codes” to enhance the ability to rehabilitate existing buildings and infill sites.*
- *The Department of Housing and Community Development (DHCD) will make funds available to qualified nonprofit and for-profit developers to help finance affordable housing projects.*
- *The city allocated \$900,000 to the District’s Emergency Management Agency (EMA) to provide a safety net for assisting tenants in emergency code enforcement situations.*

- *The Housing Act of 2002 creates a funding mechanism for dedicating local funds to the Housing Production Trust Fund for the creation and preservation of affordable housing.*
- *The Mayor’s new initiative, titled “Home Again: Renovating Our City’s Abandoned Properties,” will promote the development of the District’s vacant and abandoned properties by gaining site control of the properties and by selling them to developers who will renovate them into livable homes. The initiative will begin by gaining site control in five neighborhoods, including Shaw/LeDroit Park, and then will expand throughout the city. The initiative’s goal is to provide at least 30% of the homes to low-income families.*

Encourage Neighborhood-Oriented Economic Development, Especially Along Traditional Commercial Corridors

- *The Deputy Mayor for Planning and Economic Development (DMPED) has budgeted \$7 million in local funds for the Restore DC neighborhood commercial revitalization program. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood resource centers.*
- *DCRA will conduct a series of workshops to educate residents and business owners regarding codes, rules, and regulations that are in place to maintain and preserve District neighborhoods.*

Provide Improved Educational Opportunities for Adults and Youths, and Upgrade Technology in the Schools

- *District of Columbia Public Schools (DCPS) is working to improve its maintenance programs at Garnett-Patterson and Bruce-Monroe Schools. The Cleveland School will be thoroughly modernized.*
- *DCPS provided Garnett-Patterson, Gage-Eckington, and Cleveland Schools with new computer systems in 2001. Bruce-Monroe is scheduled to receive new systems in FY2003 depending on funding availability.*
- *As part of its new strategic plan, DCPS will implement measures to increase the level of parent involvement in the education process. DCPS will also take steps to improve interagency collaboration in support of the educational process.*

Improve How the District Government Communicates with Residents and Facilitates Community Participation

- *The District will expand website services; will provide more support for community communications through cable TV, radio, and print; and will begin a public information kiosk program.*
- *The District will produce a Citizens Handbook, which will be a language-appropriate neighborhood resource book listing community development corporations (CDCs), civic associations, government services, and other important information relevant to community residents.*

- *The District will provide training to Advisory Neighborhood Commissioners and other community leaders to provide better understanding of the public process.*

Chapter 4, The Action Plan, describes in detail how District and non-District agencies are responding to the citizen priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 3 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to Cluster 3 include the following:

- Affordable Housing
- Economic and Business Development
- Education
- Community-Building and Participation

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to "develop strategies to reduce drug activity" and to "improve relations between police and area residents." Each objective then has a specific Action Plan that includes Proposed

Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone.

In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan

4

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

Residents shared that maintaining affordable housing in the Cluster was important so they could preserve the diversity that gives the community much of its character. Providing information on understanding tenant's rights, improving affordable homeownership opportunities, and increasing code enforcement were some of the suggestions to ensure that affordable housing remains available in the Cluster. Residents stressed the importance of a comprehensive approach to promoting and protecting affordable housing, not only in the Cluster but also throughout the District of Columbia.

OBJECTIVE 1:

Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
78	Establish a clear and specific definition of "affordable" housing in keeping with economic conditions in the District.	District-wide	DMPED	2911	The Federal Department of Housing and Urban Development (HUD) establishes several definitions of affordable housing, which the Deputy Mayor for Planning and Economic Development (DMPED), the District's Department of Housing and Community Development (DHCD), and the District's Housing Authority (DCHA) are required by law to use in determining program eligibility. The housing bill establishes eligibility levels for several new housing programs (including the Housing Production Trust Fund (HPTF), tax credits, and mixed-income tax abatements) that are in keeping with specific economic conditions in the District.	FY2002
			DHCD	2910	DHCD has worked with DMPED and the City Council to develop standards for affordable housing in the Housing Act of 2002. The legislation provides set-asides for lower-income households in the HPTF.	FY2002
979	Lower the definition of "low-income" from 60% of area medium income (AMI) to 30% of AMI, and lower the definition of "moderate-income" from 80% of AMI to 50% of AMI. All provisions in the proposed legislation with income limits above 50% of AMI should be lowered to 50% of AMI.	District-wide	DMPED	2914	The Housing Act of 2002 includes many tools and resources that address a range of housing needs. Some programs are aimed at extremely low-income families, while others are aimed at moderate-income families and even market-rate housing. Simply lowering all income levels would not provide a balanced approach to housing development in the District. However, the final version of the Act was amended to target the HPTF to extremely low-income and low-income families.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

OBJECTIVE 1:

Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
979	Lower the definition of "low-income" from 60% of area medium income (AMI) to 30% of AMI, and lower the definition of "moderate-income" from 80% of AMI to 50% of AMI. All provisions in the proposed legislation with income limits above 50% of AMI should be lowered to 50% of AMI.	District-wide	DHCD	2913	DHCD has worked with DMPED and the Council to develop standards for affordable housing in the Housing Act of 2002 that will meet a broad range of needs within the District. The legislation provides set-asides for lower-income households in the HPTF.	FY2002
980	Devote funding to initiatives that develop housing units with rents directly affordable to families with incomes below 30% of the AMI.	14th and W Street	DMPED	2917	Over the past 2 years, District agencies financed almost 50 units of housing for families who earn less than 30% of AMI in Ward 1 and in 860 units citywide. In total, District agencies financed more than 200 units in Ward 1 over the past 2 years and have another 1,200 units pending. In addition, the Housing Act of 2002 targets 40% of the HPTF to families who earn less than 30% of AMI.	FY2002
			DHCD	2916	DHCD currently devotes funding to such projects. For instance, 30% of the FY2001 Community Development Block Grant (CDBG) funds benefited households at this income level. In addition, the Housing Act of 2002 will set aside at least 30% of HPTF for projects that benefit households at 30% of AMI.	FY2002
981	Encourage the development of housing for Section 8 voucher holders to eliminate the shortage both of available units and of owners willing to accept vouchers.	14th and W Streets	DMPED	2922	The Housing Act of 2002 dedicates 40% of the HPTF to families earning less than 30% of AMI and 40% to families earning between 30% and 50% of AMI.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 1: Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
981	Encourage the development of housing for Section 8 voucher holders to eliminate the shortage both of available units and of owners willing to accept vouchers.	14th and W Streets	DHCD	2921	DHCD provides funding for rental housing development and is committed to expanding the supply of units that are affordable to voucher holders. DHCD will be receptive to applications for development assistance.	Ongoing
			DCHA	2919	DCHA has established a "Landlord Committee" to recruit or retain property owners in the Section Program.	Ongoing
982	Create monetary incentives for landlords of existing Section 8 properties to bolster use of vouchers.	Ward-wide	DHCD	2924	The Housing Act of 2002 contains a provision for the timely notice of expiring Section 8 contracts and other Federal subsidies. It provides tax incentives for preservation of those units. In addition, eligible tenants in buildings with expiring Federal subsidies may receive vouchers from DCHA to enable them to remain in place.	FY2002
			DCHA	2923	DCHA has established a Landlord Committee to recruit or retain property owners in the Section Program.	Ongoing
983	Require Section 8 expiration notice.	District-wide	DMPED	2927	The Housing Act of 2002 requires owners of expiring Federal contracts to notify residents and the District government of their intent to continue providing affordable housing.	FY2002
			DCHA	2925	During DCHA's last Board of Commissioners meeting, it was agreed that Section 8 certificates would be valid for 120 days to allow for clients to locate suitable housing.	Ongoing
			DHCD	2926	The Housing Act of 2002 contains a provision for the timely notice of expiring Section 8 contracts and other Federal subsidies. The City Council has provided additional incentives for Section 8 preservation within the Housing Act of 2002.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
984	Implement strict, timely code enforcement and meaningful penalties.	District-wide	DCRA	2928	The Department of Consumer and Regulatory Affairs (DCRA) plans to undertake an assessment of its code enforcement process, which includes an assessment of existing fines to determine infractions where fines will be increased.	FY2002
985	Hire more housing inspectors, and establish more severe penalties. Make sure that fines are enforced and collected. Ensure that there are enough inspectors who speak a second language such as Spanish, Vietnamese, etc.	Ward-wide	DCRA	2929	DCRA has hired 39 Neighborhood Stabilization Officers (NSOs). There will be one NSO for each Cluster in the city and that NSO will be responsible for inspection activities at the neighborhood level. The NSO assigned to Cluster 3 is Kenneth Butler. Please call him at 202-442-4650.	Ongoing
986	Establish a temporary housing safety net for tenants who are forced to vacate out-of-compliance properties.	Ward-wide	DMPED	2932	The District set aside \$700,000 for the 5-513 fund to assist tenants in such situations. In addition, the DCHA made Section 8 housing vouchers available to tenants forced out of the District's "hot properties."	Ongoing
			OCC	6346	The Office of Corporation Counsel (OCC) will provide legal advice. OCC will provide legal service support within the client agency's time frame	Ongoing
			DHCD	2931	The sum of \$900,000 has been allocated for assistance in code-enforcement situations. The lead agency is Emergency Management Agency (EMA). DHCD provides relocation for projects for which it provides Federal funds.	Ongoing
987	Improve the process for the District to take over and repair properties of negligent landlords who are not maintaining properties or paying taxes.	District-wide	DHCD	2934	The District is promulgating the "Abatement and Condemnation of Nuisance Properties Omnibus Amendment" Act to allow the city to take abandoned properties after giving adequate notice to the owners. Properties will be converted into new housing.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
987	Improve the process for the District to take over and repair properties of negligent landlords who are not maintaining properties or paying taxes.	District-wide	OCC	2935	The District is promulgating the "Abatement and Condemnation of Nuisance Properties Omnibus Amendment" Act to allow the city to take abandoned properties after adequate notice to the owners. Properties will be converted into new housing. OCC will provide legal service support within the client agency's time frame.	FY2002
			OCFO	6347	The District is promulgating the "Abatement and Condemnation of Nuisance Properties Omnibus Amendment" Act to allow the city to take abandoned properties after adequate notice is given to the owners. Properties will be converted into new housing.	FY2003
			DCRA	2933	The District is promulgating the "Abatement and Condemnation of Nuisance Properties Omnibus Amendment" Act to allow the city to take abandoned properties after adequate notice to the owners. In this legislation, DCRA will be responsible for undertaking this task.	FY2003
988	Maintain and revise the rent control program in the District.	District-wide	DCRA	9755	The Rental Housing Act of 1985, as amended, was extended by the City Council in FY2000. The Act continues to provide a full range of protections and safeguards for tenants. DCRA has established a Housing Service Center to provide information directly to the public. This information may be obtained by calling 202-442-4610.	Ongoing
989	Create an emergency fund to aid elderly and low-income families who face extreme rent increases.	District-wide	DMPED	509	Rent certificates are difficult and costly to administer. Instead, the District is investing in the development of affordable housing projects.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
989	Create an emergency fund to aid elderly and low-income families who face extreme rent increases.	District-wide	DHCD	508	Emergency shelter assistance is provided through the nonprofit Community Family Life Service, which coordinates the local service providers in the various Wards. Contact 202-347-0511. Otherwise, DHCD is investing in new affordable housing in the Ward.	Ongoing
			DHS	9757	The Department of Human Services (DHS) will support the lead agencies but cannot set time frames. DHS does not create employment. In its role as a support agency, DHS can assist individuals to enter into employment by providing training. DHS has recommend that the Department of Employment Services (DOES) be the agency to work on this goal to "create employment"	Ongoing
990	Provide tax relief for elderly and low-income homeowners (tax credits, circuit breaker legislation).	District-wide	OCFO	511	At this time, the only direct role of the Office of the Chief Financial Officer (OCFO) in this action item is relative to tax credits that already exist. On a city-wide basis, there is a 5-year property tax abatement for low-income homebuyers, and a 50% property tax reduction for elderly owners or occupants with additional credits up to \$750. Any additional tax law changes must be initiated by the legislative or executive branch. The OCFO will provide a fiscal impact analysis and will support implementation of these policy changes as appropriate.	Ongoing
			DHCD	510	A property tax relief for elderly households is already in DC Code. The Housing Act of 2002 would provide protections against property tax increases to homeowners at 50% of AMI.	FY2002
991	Create a Tenants Advocate Office to provide information and training on tenants rights, tenants ownership, and other related issues. All information and training should be multilingual.	14th and W Streets	Community	514	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
991	Create a Tenants Advocate Office to provide information and training on tenants rights, tenants ownership, and other related issues. All information and training should be multilingual.	14th and W Streets	DCRA	7066	DCRA is responsible for administering the Rental Housing Act of 1985. This Act provides for Tenants Petitions against recalcitrant landlords, regulates the amount of rent that can be charged, and has provisions to ensure that tenants have the right of first refusal. DCRA's outreach will include community meetings and information on its website. DCRA has also established a Housing Service Center to provide information directly to the public. This information can be obtained by calling 202-442-4610.	Ongoing
			DCHA	513	The DCHA Executive Director, Michael Kelly, meets weekly with the city's affordable housing advocates. A handbook outlining tenant's rights and responsibilities was prepared and distributed to DCHA clients. The Board of Commissioners recently voted to publish all materials in Spanish and Chinese. A communication strategy is currently being developed. Translated materials should be available by summer.	Ongoing
			OCC	6348	Rules of legal ethics prevent OCC from providing legal advice to those whose interests might be adverse to the District. OCC will provide legal service support within client agency's time frame.	Ongoing
992	Conduct an immediate study to define the extent of loss of Section 8 housing in the District.	Ward-wide	DCHA	515	DMPED is overseeing a study being conducted by the Urban Institute.	Ongoing
			DHCD	516	DHCD has a list of all Section 8 projects in the city and the date of the contract expirations. Staff members will conduct additional analysis to determine when each assistance contract in the city's inventory will expire. DHCD then will coordinate with DMPED, DCHA, and nonprofit stakeholders to develop an intervention strategy to preserve Section 8 housing in each neighborhood. Contact Cheryl Fox at 202-442-7200.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

OBJECTIVE 2:

Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
993	Conduct an immediate study to determine the level of displacement in the District.	Ward-wide	DMPED	518	The Fannie Mae Foundation has contracted with the Urban Institute to analyze the District's housing market, including, to the extent possible, the level of displacement. Using this analysis, the administration will work with residents to develop a comprehensive housing strategy.	FY2002
			DHCD	517	DHCD has a list of all Section 8 projects in the city and the date of the contract expirations. Staff members will conduct an additional analysis to determine when each assistance contract in the city's inventory will expire. DHCD then will coordinate with DMPED, DCHA, and nonprofit stakeholders to develop an intervention strategy to preserve Section 8 housing in each neighborhood. Contact Cheryl Fox at 202-442-7200.	FY2002
994	Establish a Community Land Bank Fund or other ownership assistance programs to expand low-income homeownership opportunities.	Ward-wide	DBFI	6349	The Department of Banking and Financial Institutions (DBFI) is presently working with DCHFA to market its bond programs to banks that will help expand homeownership opportunities for low-income residents.	Ongoing
995	Increase funding for and improve administration of existing key housing programs and initiatives (Home Purchase Assistance Program (HPAP), Homeownership Developers Incentive Fund (HODIF), Right of First Refusal, Homestead, etc.).	Ward-wide	DHCD	521	DHCD budgets its Federal funds each year on the basis of both the administration's strategic priorities and the needs of the community as expressed through annual needs hearings. DHCD is looking at ways to streamline operation of the Homestead and Single-Family Residential Rehabilitation programs.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

OBJECTIVE 3:

Establish and implement a comprehensive strategy for increasing the city's supply of low- and moderate-income housing.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
996	Enact "Smart Codes" to provide more flexible rehabilitation of existing buildings and infill sites.	Ward-wide	DCRA	522	DCRA is working with the Building Code Advisory Committee to adopt the 2000 International Building Officials and Code Administrators (BOCA) Code and will address Smart Codes during this process. Contact Denzil Noble, Deputy Administrator, at 202-442-4455.	FY2003
			DHCD	523	DHCD has no jurisdiction over the redesign of building codes. However, it does support actions to facilitate the production of housing and will provide advisory services to DCRA as requested.	Ongoing
997	Establish inclusionary zoning ordinances, as well as tax incentives, to require new development to include low- and moderate-income units.	District-wide	OCFO	6350	Instituting change through legislative action requires careful, long-term planning. Issues that affect revenue, coordination with all affected DC agencies, and precedential actions must be weighed against the possible effect of how tax administration is viewed by taxpayers. Inevitably, enacting special interest legislation requires an investment of programming and staffing costs. If not fully funded, other valuable products and services may be affected. Tax law changes affecting the housing issues identified are generally complex and difficult to administer. Determinations of code changes improving economic development need to be fully understood before revenue effects and costs can be evaluated.	Ongoing
			OP	526	The OP will prepare an inclusionary zoning analysis and tax incentive study for affordable housing that will be led by Art Rodgers (202-442-7600).	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 3: Establish and implement a comprehensive strategy for increasing the city's supply of low- and moderate-income housing.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
999	The OP and DHCD to work together to prepare neighborhood plans that preserve and increase affordable housing.	Cluster-wide	OP	529	There are already policies in place including the Housing Act of 2002 that address these issues, including affordable housing on District-owned parcels.	FY2002
			DHCD	6640	DHCD will work with the OP to review demographics, trends, and opportunities for affordable housing preservation and development. Development plans will be created as a result of this effort. DHCD also will work with DMPED to target investment to this area.	FY2002
1000	Dedicate a percentage of the real estate transfer and recordation tax to fund the HPTF annually.	District-wide	DMPED	9768	The Housing Act of 2002 will dedicate 40% of the HPTF to families earning less than 30% of AMI and 40% to families earning between 30% and 50% of AMI.	FY2002
			OCFO	530	The primary effect here will be on GF revenues. DMPED is the appropriate entity to evaluate the proposed action in light of the objective, which is within its purview. The OCFO can assist in assessing the effect of the proposed action on GF revenue.	FY2002
1001	Assign DHCD and DCRA staff to ensure that affordable housing projects obtain priority in terms of funding and permitting.	Ward-wide	DHCD	531	All of the projects that DHCD considers are for affordable housing. DHCD supports expedited permitting for affordable housing projects.	Ongoing
			DCRA	6641	On major projects, DCRA does assign a Development Ambassador to ensure that those projects receive priority and timely processing of building permit applications. Contact Lorraine Bennett at 202-442-4455.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 3: Establish and implement a comprehensive strategy for increasing the city's supply of low- and moderate-income housing.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1002	Assist nonprofit organizations and CDCs to obtain capital for affordable housing projects (bridge financing, predevelopment grants, downtown projects funding the HPTF, etc.).	Ward-wide	DHCD	532	DHCD provides funding for nonprofit and for-profit developers through its current Development Finance programs. In addition, it is expanding the availability of the HPTF, which will finance predevelopment loans and grants. HPTF will be financed in part by for-profit developer contributions associated with downtown and other development.	Ongoing
			DCHFA	6642	The DC Housing Finance Authority (DCHFA) has established this objective in its FY2001-FY2005 Business Plans. It currently has some tools in place: (1) McKinney Act Savings Funds' bridge loan financing, which is a low-rate, 2-year loan for predevelopment, acquisition, and rehabilitation loan. The funds are used to benefit very low-income people only. (2) Another tool is the technical development assistance services. In addition, the HFA has (1) lowered its financing fees to help make nonprofit projects more financially viable and (2) created a special exemption from its Bond Allocation application process, which allows nonprofits to apply for and obtain financing at any time, rather than only when application rounds are announced in April and October. DCHFA is also a member of the Coalition for Nonprofit Housing and Economic Development and participates in seminars and meetings to stay informed about their needs. In addition to continuing those activities, staff members plan to actively seek joint venture opportunities with nonprofits and CDCs to support their development projects. A portion of any HPTF monies allocated to the HFA will be set aside specifically for providing additional predevelopment, bridge, and capital funds for those groups.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 4: Encourage Historic Preservation throughout the Cluster, which will protect against displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1003	Add a residency requirement to the Targeted Historic Preservation Tax Credit Program.	Le Droit Park	DMPED	533	The Housing Act of 2002 authorizes the Historic Housing Tax Credit. The tax credit is available to current homeowners and new homeowners. In addition to supporting current residents, one of the goals of the Housing Act is to encourage families to move back into the District, especially working families who have left the city over the past several decades. Therefore, the historic housing tax credit is available to newcomers as well as current residents.	FY2002
			OP	6643	The Executive Office of the Mayor (EOM) and the City Council have drafted legislation. They will coordinate with OP's Historic Preservation Office (HPO) on locations as well as on implementation of the legislation.	Ongoing
1004	Add a length-of-stay requirement to the Targeted Historic Preservation Tax Credit Program.	Le Droit Park	DMPED	534	The Housing Act of 2002 authorizes the Historic Housing Tax Credit. Families who use the tax credit are required to live in the home for 5 years.	FY2002
			OP	6644	EOM and the City Council have drafted legislation. They will coordinate with OP's HPO on locations as well as on implementation of the legislation.	Ongoing
1005	Reduce the AMI level of the Targeted Historic Preservation Tax Credit Program to less than 120% to allow low- and moderate-income access to benefits.	LeDroit Park	DMPED	535	The Housing Act of 2002 authorizes the Historic Housing Tax Credit. The tax credit is available to current homeowners and new homeowners. Families can earn up to 125% of AMI. However, families who earn less than 60% of AMI receive a larger tax credit to support their efforts.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**OBJECTIVE 5: **Ensure that housing is handicap accessible.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1007	Heighten enforcement of existing handicap accessibility requirements.	Ward-wide	DCRA	537	DCRA will prepare a public information notice that will be forwarded to all owners and managers of multifamily residential properties and will inform them of handicap accessibility requirements. Contact Patricia Montgomery, Americans with Disabilities Act (ADA) Coordinator, at 202-442-4400.	FY2002
1008	Make handicap accessibility one of the requirements that qualifies any housing development project for public funds.	District-wide	DHCD	9776	All publicly funded facilities must have handicap accessible common areas and a percentage of units for multifamily housing. Homeowners may apply for grants to make their homes handicap accessible as well. (Homeowners in this Cluster should contact Housing Counseling Services at 202-667-7006).	FY2002
			DCRA	538	DCRA does not award funds for housing development projects. However, it does ensure that building plans for new projects adhere to those requirements. DCRA will support DHCD as the lead agency on this action.	Ongoing
1009	Review ADA legislation, and remove any District-implemented disincentives that might hinder meeting the requirements of this legislation.	District-wide	DCRA	2937	DCRA will undertake a reexamination of ADA legislation to identify any provisions of existing regulations that serve as a disincentive to meeting handicap accessibility requirements and will take appropriate action. DCRA will prepare a public information notice that will be forwarded to all owners and managers of multifamily residential properties and will inform them of handicap accessibility requirements. Contact Patricia Montgomery, ADA Coordinator, at 202-442-4400.	FY2002
1010	Resolve conflicts between handicap accessibility requirements and Historic Preservation legislation (especially in historic districts).	District-wide	DCRA	2938	DCRA will meet with the OP to identify and analyze conflicts between ADA requirements and Historic Preservation limitations. Contact Patricia Montgomery at 202-442-4400.	FY2002
			OP	2939	The HPO is unaware of insolvable conflicts created by the need to comply with both ADA and Historic Preservation laws. Through the design review process, HPO has always managed to find a solution that satisfies the requirements of both laws.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 6: Promote mixed-use development, especially in commercial corridors and around Metro stations. Mixed-use development should include a reasonable percentage of affordable housing units.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1011	Include community in a public, transparent process during development of requests for proposals (RFPs).	U Street corridor and 14th Street from S Street to Florida Avenue	DHCD	2941	The National Capital Revitalization Corporation (NCRC) will develop future RFPs for the publicly owned parcels in this corridor. DHCD no longer has a role in this action.	Ongoing
			NCRC	6647	NCRC is committed to the standard procedure of including the public in development process.	Ongoing
			OP	2942	The OP will work hard to provide such transparency during the development of RFPs.	FY2003
			DDOT	2940	DDOT will support the appropriate development initiative.	Ongoing
			WMATA	6351	The Washington Metropolitan Area Transit Authority (WMATA) has proposed new joint development policies and procedures to ensure community involvement early in the joint development process. The proposed revisions were circulated for review and comment on November 5, 2001. The comment period closed on January 18, 2002. The new policy will be implemented after WMATA Board approval.	FY2002
1012	During project definition, bring all key stakeholders to the negotiation table, including the community, business owners, developers, District government, CBOs, and other important entities such as WMATA. Focus activities on critical corridors such as U Street and 14th Street.	U Street corridor and 14th Street from S Street to Florida Avenue	NCRC	6648	NCRC is committed to the standard procedure of including the public in the development process.	FY2003
			DHCD	2944	DHCD does not own any properties along these corridors. A comprehensive community review was used in developing the RFP for all RLA (now NCRC) parcels in the corridor. In addition, developers are required to consult with ANC's and other stakeholders and to demonstrate community support for the projects before they can be approved.	

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 6: Promote mixed-use development, especially in commercial corridors and around Metro stations. Mixed-use development should include a reasonable percentage of affordable housing units.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1012	During project definition, bring all key stakeholders to the negotiation table, including the community, business owners, developers, District government, CBOs, and other important entities such as WMATA. Focus activities on critical corridors such as U Street and 14th Street.	U Street corridor and 14th Street from S Street to Florida Avenue	DDOT	2943	DDOT will support the appropriate development initiative.	Ongoing
			WMATA	6352	WMATA will work with the DC government and CBOs on development issues around Metro stations.	FY2003
			OP	2945	On OP-ed projects, this agency will provide public forums and outreach or information materials to ensure that the community is engaged and involved early in the planning process.	FY2003
1013	Promote infill and scattered site development around existing neighborhood hubs and corridors.	Residential streets adjacent to U Street (e.g., W Street)	OP	2947	The OP will provide analytical support on the Mayor's new Home Again initiative to be implemented by DMPED during FY2002. This initiative will develop and set in motion a strategic process for (1) identifying vacant or abandoned properties in specific neighborhoods, (2) obtaining control or ownership of those properties, and (3) developing them to the benefit of the communities. This program will make housing units available to families of all incomes. The program will begin in five neighborhoods in FY2002 and will expand to other District neighborhoods in the near future.	FY2002
			DHCD	2946	DHCD will support efforts in this area. Some of these parcels have been transferred to the NCRC. Other vacant properties have been transferred to a group of nonprofit developers, the Homeownership Group, for redevelopment.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic and Business Development

Attracting economic development to the Cluster is a major component of improving the quality of life for residents in Cluster 3. U Street and Georgia Avenue are both traditional major commercial corridors in the Cluster, and it was noted that they should be the focus of revitalization efforts. At the same time, local businesses should be provided with technical and financial assistance to improve their competitiveness. Residents also stressed the importance of linking new jobs, which result from development, to local youth and adults.

OBJECTIVE 1:

Improve coordination of planning and development activities between government agencies and community groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1014	Establish planning guidelines for an appropriate mix of services and retail in each neighborhood.	U Street and 14th Street corridors	OP	2949	The DC Main Streets program initiative, which is part of the Restore DC neighborhood commercial revitalization program, selected five neighborhood commercial/retail districts-including 14th and U Streets-for its first year of operation and a comparable number per year will be selected as the initiative progresses and expands. The Main Streets office will competitively award a full range of technical assistance to help selected DC neighborhood districts in competing to increase revenues and to grow. A strong Main Streets candidate CBO must primarily demonstrate (1) a history of cooperation and continued organization among business owners, neighborhood residents, CDCs, and other civic and religious associations; (2) a thorough understanding of the demographics, strengths, and constraints of the commercial district and surrounding communities; (3) a history of having successfully implemented district or neighborhood enhancement projects within recent years; (4) a preliminary vision for how area stakeholders envision the district being revitalized; (5) an ability to match funds from the District and to become successful and self-sufficient within a 5-year period; and (6) an understanding of the Main Streets Four-Point Approach. For neighborhood business district CBOs not designated as local Main Street programs, Technical Assistance matching grants are available through the ReStore DC neighborhood commercial revitalization program to assist qualified CBOs with commercial revitalization initiatives. All interested CBOs should contact John McGaw of DMPED at 202-727-6705 to determine the status of this new initiative.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 1: Improve coordination of planning and development activities between government agencies and community groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1014	Establish planning guidelines for an appropriate mix of services and retail in each neighborhood.	U Street and 14th Street corridors	Community	2948	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits and others are encouraged to help implement this action.	To be determined
1015	Work with WMATA to ensure public input in the RFP process.	Cluster-wide	WMATA	2950	WMATA has proposed new joint development policies and procedures to ensure community involvement early in the joint development process. The proposed revisions were circulated for review and comment on November 5, 2001. The comment period closed on January 18, 2002. The new policy will be implemented after the WMATA Board's approval.	FY2002
1016	Encourage and facilitate public input into the NCRC, DHCD, and OP RFP process.	Howard and Dunbar Theaters	OP	2952	The OP will issue an RFP in 2002 to secure technical consulting services in preparing a Strategic Development Plan. The scope of work will address concerns in the Howard University and Le Droit Park area. The outcome of the scope of work will be a comprehensive market assessment leading to strategies with specific action items in the following areas: (1) cultural district feasibility and composition, (2) affordable housing preservation and development, (3) retail and commercial enhancement and repositioning, (4) retail district marketing, (5) prevention of displacement in historic districts, (6) land acquisition and development, (7) transportation improvement and traffic mitigation, (8) connectivity to regional market centers, (9) strategic municipal and private parking, (10) streetscape enhancements, and (11) regulatory changes and design standards. The OP continues to work with Howard University, Fannie Mae, and DMPED to formalize a partnership to develop mixed-use along Georgia Avenue and adjacent to the Howard University campus.	FY2002
			DHCD	6353	The OP or NCRC or both will develop the RFPs, which will be based on the results of the Strategic Development Plan procedures (see item #40).	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 1: Improve coordination of planning and development activities between government agencies and community groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
38	Provide a forum for conflict resolution between businesses and residents (not MPD or ANCs).	Cluster-wide	Community	356	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits and others are encouraged to help implement this action.	To be determined
			OP	357	The OP is committed to the formation of a Land Use Mediation Center, which will focus on land use disputes between developers, neighborhoods, and government agencies.	FY2003
1017	Ensure that all business code enforcement is even-handed and transparent, especially regarding ABC enforcement and applications.	U Street Corridor	DCRA	2954	The new Alcohol Beverage Control Administration has assigned an ABC Investigator to each Ward and has established an after-hours crew of investigators. Contact Maurice Evans, Chief Investigator, at 202-442-4423. Mr. Evans can organize a team to survey.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 2: Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1018	Improve the communication process between DHCD and CDCs, as well as other stakeholders, in order to provide training, technical support, and capital to local small businesses.	Cluster-wide	DHCD	2956	CDCs and other nonprofits were notified of funding availability for business development services through publication of the FY2002 Neighborhood Development Assistance Program (NDAP) request for applications. Applications for the FY2003 NDAP will be advertised in June 2002. DHCD will develop a brochure on its business development services as well.	FY2002
			Community	2955	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action	TBD
1019	Facilitate the establishment of a Business Improvement District (BID) for the U Street corridor.	U Street from 15th Street to Florida Avenue	DMPED	2957	DMPED has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood business resource centers. BIDs are a possible outgrowth of those efforts.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 2: Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1019	Facilitate the establishment of a Business Improvement District (BID) for the U Street corridor.	U Street from 15th Street to Florida Avenue	OP	2958	The DC Main Streets program initiative, which is part of the Restore DC neighborhood commercial revitalization program, selected five neighborhood commercial/retail districts-including 14th and U Streets-for its first year of operation. A comparable number per year will be selected as the initiative progresses and expands. The Main Streets office will competitively award a full range of technical assistance to assist selected DC neighborhood districts in competing to increase revenues and to grow. A strong Main Streets candidate CBO must primarily demonstrate (1) a history of cooperation and continued organization among business owners, neighborhood residents, community development corporations, and other civic or religious associations; (2) a thorough understanding of the demographics, strengths, and constraints of the commercial district and surrounding communities; (3) a history of having successfully implemented district or neighborhood enhancement projects within recent years; (4) a preliminary vision for how area stakeholders envision the district being revitalized; (5) an ability to match funds from the District and to become successful and self-sufficient within a 5-year period; and (6) an understanding of the Main Streets Four-Point Approach. For neighborhood business district CBOs not designated as local Main Street programs, technical assistance matching grants are available through the ReStore DC neighborhood commercial revitalization program, to assist qualified CBOs with commercial revitalization initiatives. All interested CBOs should contact John McGaw of DMPED at 202-727-6705 to determine the status of this new initiative.	FY2002
1020	Expedite the redevelopment of the Dunbar and Howard Theaters.	7th and T Street	DMPED	2959	Acquisition and development grants are available to assist redevelopment of community facilities, including cultural facilities.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic and Business Development

OBJECTIVE 2:

Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1020	Expedite the redevelopment of the Dunbar and Howard Theaters.	7th and T Street	DHCD	6354	The OP will issue an RFP for the development of a Strategic Development Plan that will propose re-uses for the Howard and Dunbar Theaters, as well as for the People's Involvement Corporation (PIC) Healthcare Facility at 7th and S Streets. DHCD will provide funding for the plan. DHCD's time frame is dependent on the OP's action.	FY2002
1021	Investigate the feasibility of a Main Street program for the corridor from 7th and S Streets to 14th and U Streets.	7th and S Street, plus 14th and U Street	DMPED	2961	The DC Main Streets program initiative, which is part of the Restore DC neighborhood commercial revitalization program, selected five neighborhood commercial and retail districts-including 14th and U Streets-for its first year of operation and a comparable number per year will be selected as the initiative progresses and expands. The Main Streets office will competitively award a full range of technical assistance to assist selected DC neighborhood districts in competing to increase revenues and to grow. A strong Main Streets candidate CBO must primarily demonstrate (1) a history of cooperation and continued organization among business owners, neighborhood residents, community development corporations, and other civic or religious associations; (2) a thorough understanding of the demographics, strengths, and constraints of the commercial district and surrounding communities; (3) a history of having successfully implemented district or neighborhood enhancement projects within recent years; (4) a preliminary vision for how area stakeholders envision the district being revitalized; (5) an ability to match funds from the District and become successful and self-sufficient within a 5-year period; and (6) an understanding of the Main Streets Four-Point Approach. For neighborhood business district CBOs not designated as local Main Street programs, Technical Assistance matching grants are available through the ReStore DC neighborhood commercial revitalization program to assist qualified CBOs with commercial revitalization initiatives. All interested CBOs should contact John McGaw of DMPED at 202-727-6705 to determine the status of this new initiative.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 2: Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1021	Investigate the feasibility of a Main Street program for the corridor from 7th and S Streets to 14th and U Streets.	7th and S Street, plus 14th and U Street	OP	2962	The DC Main Streets program initiative, which is part of the Restore DC neighborhood commercial revitalization program, selected five neighborhood commercial and retail districts-including 14th and U Streets-for its first year of operation. a comparable number per year will be selected as the initiative progresses and expands. For neighborhood business district CBOs not designated as local Main Street programs, Technical Assistance matching grants are available through the ReStore DC neighborhood commercial revitalization program to assist qualified CBOs with commercial revitalization initiatives. All interested CBOs should contact John McGaw of DMPED at 202-727-6705 to determine the status of this new initiative.	FY2002
1022	Identify all business associations, and assign a liaison from the District to work with each one.	Cluster-wide	DHCD	2963	DHCD can provide a list of business associations with which it is familiar to the Office of Community Outreach (OCO).	FY2002
			DMPED	6355	DMPED has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood business resource centers.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 3: Provide sufficient parking for businesses and residents.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1023	Expand public transportation services. Provide more bus service along the U Street corridor.	U Street corridor	WMATA	2967	WMATA has undertaken a Regional Bus Study, which will help determine, depending on existing and projected demand, how much bus service to add and where bus service should be operated in the District of Columbia. WMATA will work with the District to improve bus service. Service enhancements have been identified in the Regional Bus Study. The WMATA Board will approve recommendations as part of the FY2004 budget process. The District of Columbia must agree to subsidize the additional bus service.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 4: Ensure that economic development taking place in the community is linked to improving the quality of life for current residents.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1024	Ensure that local businesses employ and train local residents. Implement and fund local training and placement assistance programs.	Cluster-wide	Community	2968	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			DOES	2969	Enforcement of the First Source Employment Agreement program requiring businesses receiving District contracts of specified amounts to hire District residents for 51% of jobs and apprenticeship or training opportunities. Staff from DOES's Office of Employer Services conducts monthly meeting with employers and with community groups and organizations to discuss First Source hiring requirements and to outreach to District residents seeking employment.	Ongoing
1025	Develop the area as an Arts and Entertainment destination to encourage tourism. Ensure that tourism jobs are linked to local residents.	Area surrounding the Dunbar and Howard Theaters	DMPED	10057	DMPED will coordinate agency responses to recommendations contained in a Strategic Development Plan.	FY2002
			DHCD	2971	The OP will issue an RFP for the development of a Strategic Development Plan that will propose re-uses for the Howard and Dunbar Theaters, as well as for the PIC Healthcare Facility at 7th and S Streets. DHCD will provide funding for the plan. DHCD's time frame is dependent on the OP's action.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic and Business Development

OBJECTIVE 4:

Ensure that economic development taking place in the community is linked to improving the quality of life for current residents.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1025	Develop the area as an Arts and Entertainment destination to encourage tourism. Ensure that tourism jobs are linked to local residents.	Area surrounding the Dunbar and Howard Theaters	OP	2972	The OP will issue an RFP in FY2002 to secure technical consulting services in preparing a Strategic Development Plan. The scope of work will address concerns in the Howard University and Le Droit Park area. The outcome of the scope of work will be a comprehensive market assessment leading to strategies with specific action items in the following areas: (1) cultural district feasibility and composition, (2) affordable housing preservation and development, (3) retail and commercial enhancement and repositioning, (4) retail district marketing, (5) prevention of displacement in historic districts, (6) land acquisition and development, (7) transportation improvement and traffic mitigation, (8) connectivity to regional market centers, (9) strategic municipal and private parking, (10) streetscape enhancements, and (11) regulatory changes and design standards. The OP continues to work with Howard University, Fannie Mae, and DMPED to formalize a partnership to develop mixed-use along Georgia Avenue and adjacent to the Howard University campus.	FY2002
			DOES	6356	DOES works in partnership with the Hotel and Restaurant Associations to ensure that information on job vacancies is made available to residents through the network of One-Stop Career Centers.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic and Business Development**

OBJECTIVE 5: Design and implement programs that provide assistance to local businesses. Ensure that those programs are properly administered.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1026	Provide small business development services (e.g., technical assistance, tax incentives, etc.). Partner as needed with local CDCs.	U Street and 14th Street Corridors	Community	2973	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			DHCD	2974	DMPED, in conjunction with DHCD and the OP, has developed business development programs for FY2002. Further information was to have been disseminated in Q2 of FY2002. DHCD has made funding for business technical assistance available through the Neighborhood Development Assistance Plan (NDAP). Groups may apply for FY2003 NDAP funding in Q3 of FY2002. Contact Vanessa Akins, Deputy Director, at 202-442-7200.	FY2002
			DBFI	2975	Development Corporation of Columbia Heights (DCCH) is the lead CDC in the 14th Street and U Street corridors. The Mt. Pleasant Library Branch is equipped with meeting space and a training schedule for small business seminars that are available to business owners.	Ongoing
1027	Provide funds to local CDCs to implement locally defined projects and initiatives.	U Street and 14th Street corridors	DHCD	2976	DHCD provides funds to CDCs through its competition for NDAP funds. The FY2003 NDAP application was to be available in June 2002. FY2002 fund awards were announced during January 2002. CDCs are required to establish work plans that meet both community needs and city-defined goals.	FY2002
1028	Establish lease controls or other small business protection programs to preserve affordable commercial and retail space.	U Street and 14th Street corridors	DMPED	2977	DMPED has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program, which is a multiyear package of grants and technical assistance that will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood business resource centers.	FY2002
			DBFI	10007	DBFI will develop training in conjunction with Washington Community Investment Fund (WACIF) on SBAs 504 program, which allows small business owners to purchase the property they rent so they can house their businesses.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3:

Education

Providing improved educational opportunities for adults and youths was the third priority for this Cluster. Establishing more adult education and life skills programs emerged as a key strategy. Residents also felt that upgrading technology in schools was an important element to enhancing the educational experience for children.

OBJECTIVE 1:

Improve the formal education environment for District children and youths.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1030	Improve maintenance of the Cluster schools.	Cleveland Elementary School, Garnett-Patterson Middle School, and Bruce-Monroe Elementary School	DCPS	2979	The Cleveland School is currently being modernized and will be well-maintained accordingly. Maintenance at Garnet-Patterson and Bruce-Monroe will continue to be improved. DCPS is improving the maintenance program for all schools.	Ongoing
1034	Upgrade technology in schools (address the digital divide).	Cleveland Elementary School, Garnett-Patterson Middle School, and Bruce-Monroe Elementary School	DCPS	2983	All schools with grades 2, 3, 4, and 5 (including Bruce-Monroe, Gage-Eckington, etc.), as well as middle school social studies, science, mathematics, and reading classes, have received three computers, printers, and grade-aligned software under the Technology, Literacy Challenge Fund Grant. Teachers also have received 6 days of training since 1998. School libraries received the Follett Library Management System. Programs are being upgraded, and additional training is being provided. Garnett-Patterson received 60 systems in FY2001, as well as professional development training and certification for staff members and students in the Microsoft Office suite of programs. Gage-Eckington and Cleveland received 24 systems in FY2001; Bruce-Monroe will receive systems in 2003, depending on funding availability.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3: **Education**OBJECTIVE 2: **Improve education and learning opportunities for adults.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1036	Provide improved literacy and GED programs for parents (the program should include some provision for childcare).	Cleveland Elementary School, Garnett-Patterson Middle School, and Bruce-Monroe Elementary School	DCPS	2985	No additional special programs are planned to address this issue. Each local school plan addresses the special needs of its individual population, and parents have the opportunity to participate in this process by becoming involved with the Local School Restructuring Team (LSRT) at the local school. Literacy programs are provided at Shaw Junior High School between 6:30 and 9:30 p.m. This site is the closest to the identified Cluster.	FY2002
1038	Provide more English as a Second Language (ESL) courses for adults.	Cluster-wide	DCPS	2987	ESL courses are provided at Shaw Junior High School between 6:30 and 9:30 p.m.	FY2002
1039	Strengthen parent support programs (provide adults with training in parenting skills, advocacy skills, and life skills).	Cluster-wide	Community	2989	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			DCPS	6358	Literacy programs are provided at Shaw Junior High School between 6:30 and 9:30 p.m. This site is closest to the identified Cluster.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3: **Education**

OBJECTIVE 3: Promote community capacity-building and communication

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1040	Improve the links between PTAs, schools, community centers, and recreation centers to provide children and youths with more comprehensive services and programs.	Cluster-wide	Community	2991	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			DCPS	2990	Parent and community engagement are a priority of DCPS's new business plan and a strategy is planned for completion by the end of the 2001-2002 academic year. This request encompasses two strategic goals of DCPS's new strategic plan: (1) increasing parent involvement and (2) strengthening interagency collaboration. Improving such outreach is being worked on already District-wide by the Children and Youth Investment Interagency Action team, but will receive renewed attention as DCPS implements the strategic plan.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4:

Community-Building and Participation

Residents emphasized the importance of increased community involvement in the District's public processes. They recommended establishing formal mechanisms and channels that promote community input, especially for groups in the District that have not previously had the opportunity to participate. Specifically, residents recommended new and innovative forms of community outreach, as well as training and funding for existing community organizations. Residents in the Cluster also recommended that the District improve the channels of communication between city agencies.

OBJECTIVE 1:

Improve civic and intercommunity participation in neighborhood decision-making processes regardless of income level, gender, race, or ethnicity.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1042	Provide daycare at public forums and meetings such as the Neighborhood Planning Initiative Workshops.	Cluster-wide	Community	6650	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
1043	Provide real-time multilingual translation services at all public events and outreach initiatives. All documents should be made available in multiple languages.	Cluster-wide	EOM	2997	The Office of Latino Affairs and Office of Asian and Pacific Islander Affairs currently provide service directories and real-time multilingual translation at major public events. Agreements with major service agencies will be expanded to better serve non-English speaking communities.	FY2002
			Community	6359	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 4:

Community-Building and Participation

OBJECTIVE 1:

Improve civic and intercommunity participation in neighborhood decision-making processes regardless of income level, gender, race, or ethnicity.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1044	Provide language appropriate neighborhood resource books that list newspapers, listserves, newsletters, CDCs, civic associations, etc. This resource should be called the "Citizens' Handbook" and would be prepared by the District. Additionally, create a resource book for government agencies and employees that describes non-governmental resources (e.g., CBOs, CDCs, etc.).	Ward-wide	EOM	2999	The District will provide a language-appropriate neighborhood resource book that lists CDCs, civic associations, government services, etc. It will be called the "Citizens' Handbook" or something similar, and it has a target release date of September 30, 2002.	FY2002
1045	Bolster the Neighborhood Planning Initiative to ensure community influence on planning and the budget. Increase funding and staff members.	Cluster-wide	OP	3000	The OP will establish a committee consisting of senior staff members and one staff member from each division (Revitalization Planning, Development Review, Historic Preservation, and Information Technology) to review and evaluate the recommendation. Recommendations that have multi-agency, city-wide implications will be forwarded to the Interagency Planning Council.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4:

Community-Building and Participation

OBJECTIVE 2:

Facilitate and strengthen the means of coordination and cooperation between government and the organizations that know the communities directly (civic groups and quasi-public agencies).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1046	Establish improved communications among CDCs and DHCD and other community stakeholders to ensure that adequate small business development services are offered throughout the Cluster.	Cluster-wide	Community	6651	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			DHCD	3001	CDCs were notified of funding availability for business development services through publication of the FY2002 NDAP request for applications. Contracts with FY2002 awardees will be finalized in January 2002. DHCD will notify awardees of the Cluster's concern. In addition, DHCD will develop a brochure on its façade improvement program, as well as other programs, for dissemination later this year	FY2002
1047	Use Neighborhood Service as a means of communicating with neighborhood organizations and key District agencies.	Cluster-wide	EOM	3002	EOM will enhance the coordination between Neighborhood Service and District agencies to ensure timely and effective responses to citizens' concerns.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4:

Community-Building and Participation

OBJECTIVE 3:

Strengthen community groups and individual residents through formalized training and funding.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1048	Prepare a list of all organizations in the Ward that provide community capacity-building programs.	Ward-wide	Community	7067	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			EOM	3005	EOM's Office of Partnerships and Grants Development will assemble this list and will share with community members. This list may not be exhaustive for the Ward.	FY2002
1049	Provide leadership training for adults and youths. Training should include leadership skills, public speaking, and report and grant writing.	Cluster-wide	Community	7068	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
1050	Establish a Neighborhood College" that provides training to local leaders and residents involved in the public process.	District-wide	EOM	3011	EOM will conduct training for ANC leaders and will make similar training available to other community leaders. EOM will also provide a guide to public processes in the Citizens Services Directory.	FY2002
			Community	3010	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 4: **Community-Building and Participation**OBJECTIVE 4: **Improve access to meeting venues and improve communications.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1051	Clarify and simplify the process for reserving public spaces for meetings in libraries, schools, and community centers. Provide spaces free of charge.	District-wide	DCPL	3014	DC Public Libraries (DCPL) will implement a process and will work with partners to disseminate this information to citizens.	FY2002
			DPR	7069	DPR has a facilities permit process in place and provides permits for community meetings at no cost within normal hours of operation.	FY2002
			Community	6361	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
1052	Have District-sponsored events announced more broadly using bus and Metro posters, local and national newspapers, and local radio and television spots. Additionally, provide public kiosks and bulletin boards in every neighborhood.	District-wide	EOM	3016	EOM will expand its support of community communications through the use of Cable TV, radio, print media, and the website at <www.dc.gov>, Residents will also have expanded access to Internet communications through expanded computer stations at recreation centers, libraries, and public kiosks.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4: **Community-Building and Participation**OBJECTIVE 4: **Improve access to meeting venues and improve communications.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1053	Understand that the District needs to become more sophisticated in its use of information technology to communicate with its residents through such means as better use of the Internet, e-mail, and listservs.	District-wide	EOM	3017	The District will expand its website to provide 20 new online transaction functions, will support ANCs in establishing listservs for every Neighborhood Cluster, and will begin a public information kiosk program.	FY2002
			OCTO	3018	Widespread Internet access is essential to deliver the benefits of e-government in the District. To expand that access, the District must close the gap between those who have Internet access and savvy and those who do not. Office of the Chief Technology Officer (OCTO) and agencies are working to bridge the digital divide by installing public Internet kiosks-complete, secure computer workstations-in easily accessible yet secure public buildings, such as DC libraries. OCTO is also adding interactive voice response units to expand and streamline access to city services and information by prompting callers through automated service menus. OCTO has implemented a 16-point program to make all web pages accessible to people with disabilities. In 2001, OCTO added 20 new resident and business services to the District's website at <www.dc.gov>, such as the ability to renew vehicle registrations or to pay business taxes online. OCTO has committed to continue to introduce at least 20 such applications per year.	Ongoing

Actions With No Commitments

Even though District agencies considered all actions this Cluster identified, a number of actions that were suggested by citizens through the SNAP process did not receive a commitment. Reasons for a lack of commitment ranged from the fiscal limitations (not enough money is currently available in the agency's budget), the particular agency with the authority to implement an action disagreed with the strategy, or the action needed more internal analysis before a commitment was made. Those actions included the following:

PRIORITY 1:

Affordable Housing

Action	Location	Agency	Agency Response
Provide tax relief for elderly and low-income homeowners (tax credits, circuit breaker legislation).	District-wide	DCOA	At this time, the Office on Aging cannot assist the Office of Tax and Revenue in outreach to identify eligible seniors because of budget constraints.
Establish inclusionary zoning ordinances as well as tax incentives to require new development to include low- and moderate-income units.	District-wide	DCRA	DCRA has no role in this action. The Zoning Commission is responsible for establishing zoning ordinances, and tax incentives are established through a variety of methods often initiated by the OP, DHCD, the Office of Tax and Revenue (OTR), and DMPED.
Establish split-rate taxation that shifts the majority of the taxes to the land and not to the building.	District-wide	OCFO	The Tax Revision Commission analyzed and evaluated split-rate taxation, and it was determined that it should not be implemented. Analysis and the experience of other jurisdictions with split-rate taxation indicate that there is no resulting effect on land development decisions.

Actions With No Commitments

PRIORITY 2:

Economic and Business Development

Action	Location	Agency	Agency Response
Establish lease controls or other small business protection programs to preserve affordable commercial and retail space.	U Street and 14th Street corridors	DCPL	DCPL is unable to complete its original plans to open a One-Stop Capital Shop (OSCS) or Business Resource Center (BRC) because of defunding of the Federal OSCS program, which would have brought trained business counselors, computers, computer maintenance, and print and electronic business resources to various libraries. DCPL will continue to explore ways to make some version of the BRC program a reality.
		OLBD	The Office of Local Business Development (OLBD) does not have sufficient resources or the legal mandate to support this initiative.

PRIORITY 3:

Education

Action	Location	Agency	Agency Response
Prepare a list of all groups with which schools already work closely. Identify other groups that need to be included in the education process, and establish a regular public communication vehicle.	Ward-wide	DCPS	DCPS cannot make a commitment to a start date at this time. It will recommend that this action become part of the DCPS community engagement strategy, which was scheduled for completion by end of the 2001/2002 academic year.

PRIORITY 4:

Community-Building and Participation

Action	Location	Agency	Agency Response
Provide daycare at public forums and meetings such as the Neighborhood Planning Initiative Workshops.	Cluster-wide	DHCD	DHCD is not able to accept the insurance liability that stems from providing day-care during public meetings. Parents are invited to bring their children if they are unable to secure their own care arrangements, with the understanding that the parents are responsible for their children while at the meeting.

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Service Initiative (NSI)

Neighborhood Service strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, the NSI, in partnership with residents and 13 District agencies, has identified Persistent Problem Areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, a PPA work plan was developed. Those areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe and healthy neighborhoods. Through a Core Team approach, 13 government agency representatives come together weekly in

each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *Because this initiative has been very active in your Neighborhood Cluster, the following few pages provide more detailed information.*

Transforming Schools Initiative (T-9)

In FY2001, DC Public Schools (DCPS) selected nine schools to reconstitute and transform, including facilities, curriculum, and staffing. In FY2002, another set will be selected, as will be in FY2003. Several existing schools will serve as a pilot for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. The T-9 school in Ward 1 is the H. D. Cooke Elementary School located at 2525 17th Street NW. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site

control of the properties and by selling them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

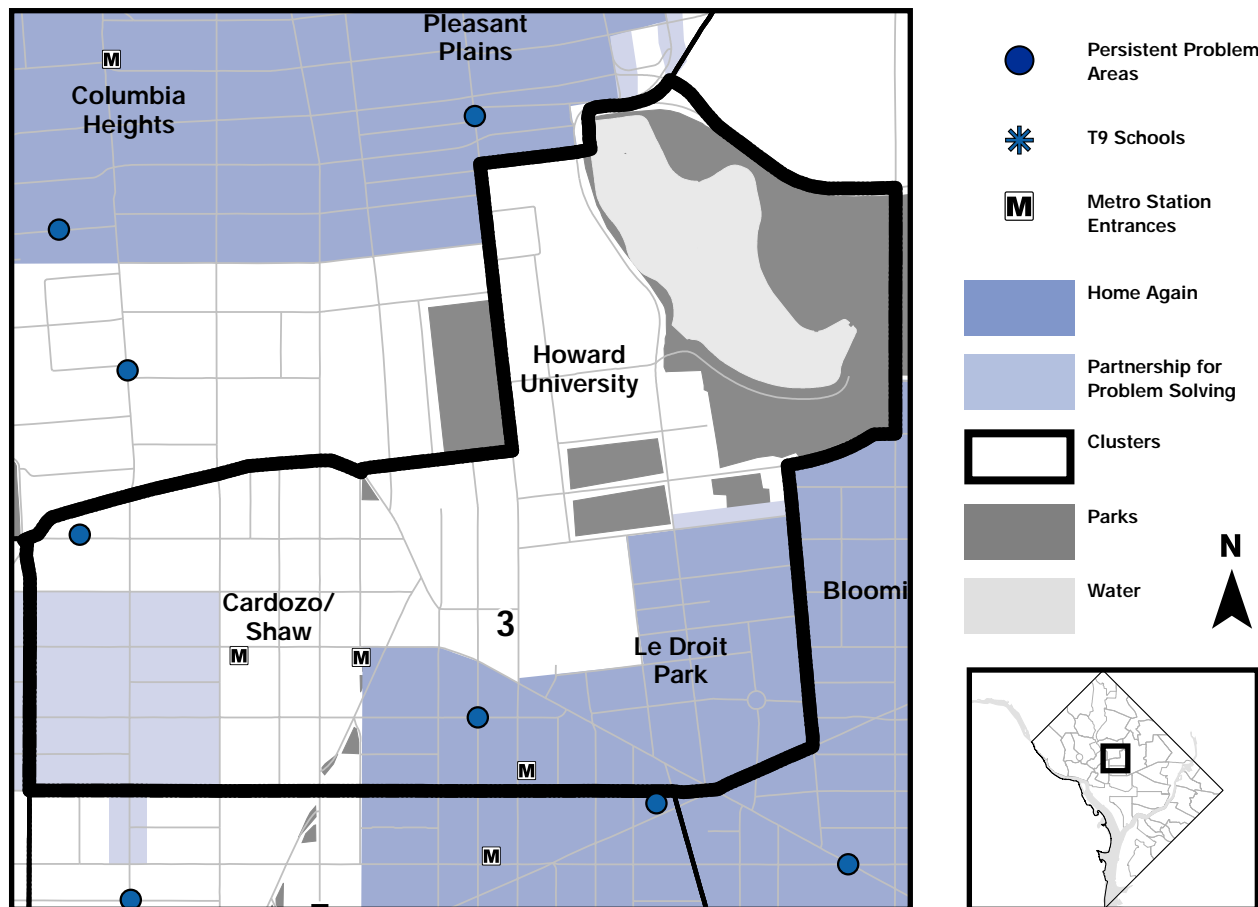
Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Other Neighborhood Initiatives

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Neighborhood Initiatives in Cluster 3



Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on this page depicts the above-mentioned initiatives that are located in your Cluster.

Neighborhood Service Initiative

The Neighborhood Service Initiative (NSI) is a partnership between 13 District agencies to identify, prioritize, and solve recurring service delivery problems called Persistent Problem Areas (PPAs). PPAs are unique because there are multiple problems in a specific area that, therefore, require multi-agency strategies to solve. There is one Neighborhood Service Coordinator (NSC) for each Ward, who coordinates the work of District agencies to solve those neighborhood problems. The NSC for Ward 1 is Jose Sueiro.

To identify the PPAs for this Neighborhood Cluster, the NSC worked with Advisory Neighborhood Commissioners, community organizations, business owners, individual residents, and District agencies. Specific areas were identified and prioritized, and then specific work plans were developed for each PPA. Listed below is a more detailed description of each PPA.

There are a total of two PPAs in Cluster 3:

1400 block of W Street NW

Key problems in this area include property and infrastructure neglect, violence, and illegal activity. Since working in this PPA, accomplishments have included (1) inspecting multi-unit apartment buildings and assisting property managers in bringing them into compliance, (2) improving schedule services in the area, and 3) increasing police presence. Goals will include additional infrastructure improvements and continued police presence.

8th and T Streets, 9 1/2 Street NW

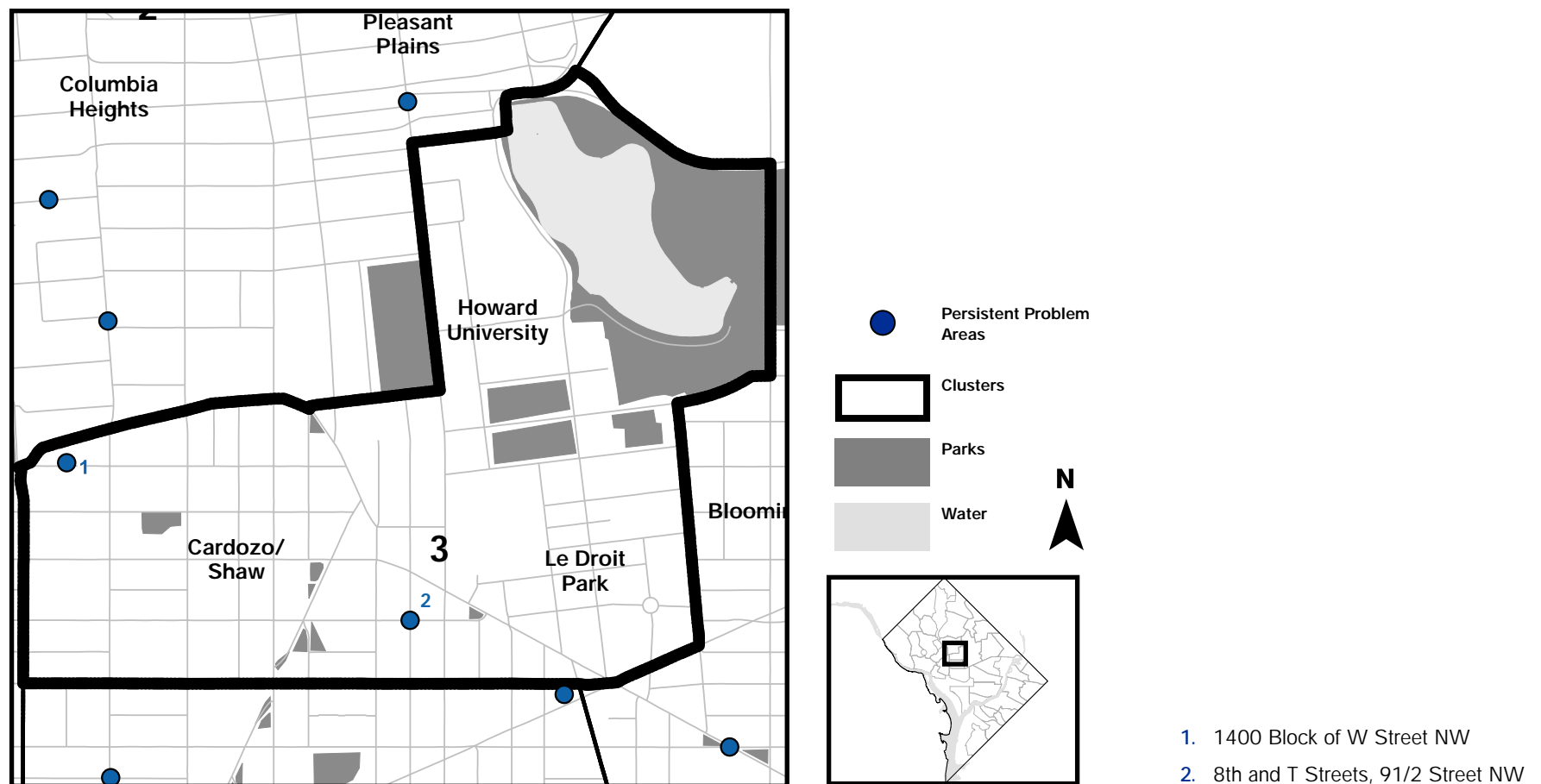
Key problems in this area include infrastructure neglect, building code violations, and public safety. Since people have been working in this PPA, accomplishments have included making repairs to streets and the alley, trimming trees, and increasing the police activity. Future work in this area includes reducing drug

activity, decreasing loitering, and continuing relationship-building between the police and the community.

The Persistent Problem Areas map on the following page depicts the locations of the PPAs in your Cluster.

The NSC, in partnership with District agencies and the community, will continue to work on solving these existing PPAs. Each quarter, Neighborhood Service will be considering additional PPAs in this Cluster. One of the key factors in this decision is determining whether improvements made to the PPAs are being sustained. One of the variables for sustaining these areas is active community involvement—such as conducting regular cleanups, learning about city codes and regulations, and keeping an eye out on properties and reporting any illegal activity. If you have questions or are interested in partnering with your NSC on addressing these problems, please call Jose Sueiro at 202-671-2338.

Persistent Problem Areas in Cluster 3



Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of your Neighborhood Planner

Your Neighborhood Planner will be responsible for implementing several actions in this Ward. During this coming year, your Neighborhood Planner will continue to work with your Neighborhood Cluster on a number of specific activities including (1) preparing a Strategic Development Plan for Columbia Heights to help coordinate the development taking place in the neighborhood, (2) conducting a planning analysis for a neighborhood revitalization strategy for Park View(3) and exploring transit-oriented development (TOD) opportunities at selected Metro stops. He will also be working on the improving community participation with the Comprehensive Plan. Additionally, he will continue to provide support for the Neighborhood Service Initiative to help improve services throughout the Ward.

What Happens Now

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The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood *Action* website at <www.neighborhoodaction.dc.gov> or at your local library.

Reference Materials

Plan:	Date Completed:	Plan Development Led by:
Howard University and Le Droit Park Revitalization Initiative Streetscape Design	1999	Howard University Fannie Mae Foundation
Howard University and Le Droit Park Revitalization Initiative Land Use Plan	1999	Howard University Fannie Mae Foundation
Howard University and Le Droit Park Revitalization Initiative Cultural District Feasibility Study	1999	Howard University Fannie Mae Foundation
UniverCity 20/20 Howard University 1998 Central Campus	1998	Howard University President, H. Patrick Swygert
7th Street and Georgia Avenue Market Study and Implementation Plan	1998	RER Economic Consultants Inc.
Ward 1 Plan	1998	DC Government, DC Office of Planning
City-Wide Comprehensive Plan	1998	DC Government, DC Office of Planning
6 -Year Transportation Investment Plan Preliminary Draft	1997	Cambridge Systematics
DC Municipal Regulations Planning and Development Ward 1	1995	DC Office of Documents and Administrative Issuances
A Strategic Economic Development Plan	1994	DC Government, Office of Economic Development
Draft Final Report of 14th Street Corridor	1989	ZHA, Inc.
Howard Theater Feasibility Study	1989	ZHA, Inc.
14th and U Streets Corridor Study	1989	DC Government, Office of Planning
Planning and Economic Analysis of Potential Housing and Commercial Sites in the 14th Street Corridor	1987	ZHA, Inc.
Draft Action Plan for U Street and Howard Gateway Specialized Planning Area	Date Unspecified but post-1986	DC Government, Office of Planning
Cluster 3 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 3 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 3 FY 2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Affordable Housing Briefing Document	October 6, 2001	DC Government

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

Your District Representatives

Anthony A. Williams
Mayor

Kelvin Robinson
Chief of Staff

John Koskinen
City Administrator

Council of the District of Columbia

Linda W. Cropp
Council Chair

Jim Graham, Ward 1

Jack Evans, Chair Pro Tempore / Ward 2

Elizabeth MacIntire, Chair, Advisory
Neighborhood Commission (ANC) 1A

Kathleen Patterson, Ward 3

Adrian Fenty, Ward 4

Glen J. Melcher, Chair, ANC 1B

Vincent Orange, Ward 5

Sharon Ambrose, Ward 6

Andrew J. Miscuk, Chair, ANC 1C

Kevin Chavous, Ward 7

Sandra Allen, Ward 8

Lance Salonia, Chair, ANC 1D

Harold Brazil, At-Large

David Catania, At-Large

James N. Whitman, Chair, ANC 1E

Phil Mendelson, At-Large

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Eric Price
Deputy Mayor for Planning and
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